

# Council Plan

## 2021-2025

Revised Version 2, 2022



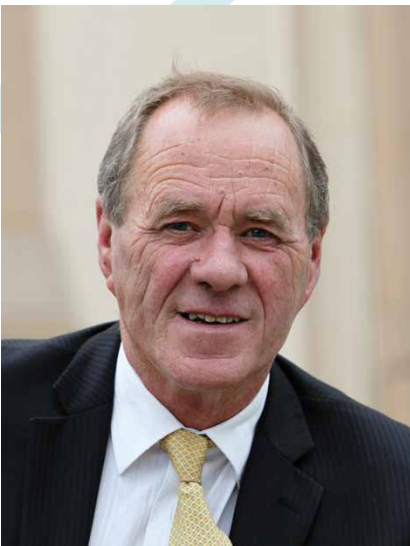
### ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the traditional owners of the land on which we meet, and pays our respects to their elders, past, present and emerging.



# Message from the Mayor

TONY DRISCOLL



My fellow councillors and I are delighted to present our refreshed and revised Council Plan for 2021-25.

2021 was a year impacted by COVID-19, and we are pleased that Council achieved many successes in the first year of our Council Plan 2021-25. We have reviewed the Council Plan for 2022, to ensure we remain adaptable, relevant and current. We review this annual plan and its actions quarterly through Council, to the community.

To ensure we provide documents that are user friendly we have simplified our plan into four main goals, and note the outcomes are cross-referenced to the eight priorities drawn from the Shire Vision 2040.

It is our commitment to you that we complete the defined actions within this plan to achieve the goals and outcomes required for us to be a progressive, desirable, and supportive place to live in, work in, invest in and encourage others to visit.

On behalf of my fellow councillors, we certainly look forward to working with, and for, our community.

# Message from the CEO

LIANA THOMPSON



On behalf of the organisation, I am very pleased to present the revised and refreshed Council Plan 2021-25 to the Northern Grampians Shire community.

2021 saw us deliver on almost all of the actions that were set for year 1, despite the ever present threat of COVID-19. Year 2 has sound foundations for the organisation to ensure the services we provide and the infrastructure we deliver are done with a strategic purpose and offer the best possible value to the community.

This plan is the first for our organisation, your Council, that is aligned to a 20-year Community Vision and it is the first time we have aligned a Council Plan with a 10-year Economic Development Strategy to enable that vision. This has brought greater opportunity to shape this organisation into one that can better serve and provide for our community.

The refreshed version for year 2 has our goals first and foremost and sets out the yearly actions and outcomes that when achieved can be measured against the priorities in the Community Vision.

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# Your Council WHO WE ARE

# WHAT WE DO

**Northern Grampians Shire** is in the state of Victoria's central west; 110 kilometres west of Ballarat and 220 kilometres north-west of Melbourne, and sits in the south-east of the Wimmera Southern Mallee Region.

Northern Grampians' major towns are Stawell in the south and St Arnaud in the north, both service centres, housing offices of the Northern Grampians Shire Council. Supporting townships include Great Western, Halls Gap, Navarre, Marnoo, Glenorchy and Stuart Mill, with many proud farming localities within our boundary.

The south of Northern Grampians sits in the State seat of Lowan, and in the north the State seat of Ripon. Our federal electorate is within the seat of Mallee.

[www.knowyourcouncil.com.au](http://www.knowyourcouncil.com.au) for more information

## Your Councillors and Wards



The Northern Grampians Shire Council is made up of two key parts:

**1. The Council** which is made up of the seven elected Councillors

**2. The Administration** which is made up of all the staff, including the CEO

Both the elected members and the organisation work together to support the community.

The Council is elected to provide leadership for the good governance of the municipal district and the local community. The Council's main role is to set the strategic direction for the organisation.

The Administration, led by the CEO, on the other hand, is responsible for overseeing the day-to-day management of the organisation's operation in accordance with the Council Plan, providing timely advice to Council and ensuring the decisions of Council are implemented promptly. The CEO is also responsible for appointing, directing and managing staff and establishing and maintaining an appropriate organisational structure.

## Your Executive Leadership Team

L-R: **TRENTON FITHALL**,  
Director Infrastructure and Amenity,  
**LIANA THOMPSON**,  
Chief Executive Officer,  
**VAUGHAN WILLIAMS**,  
Director Corporate and  
Community Services.

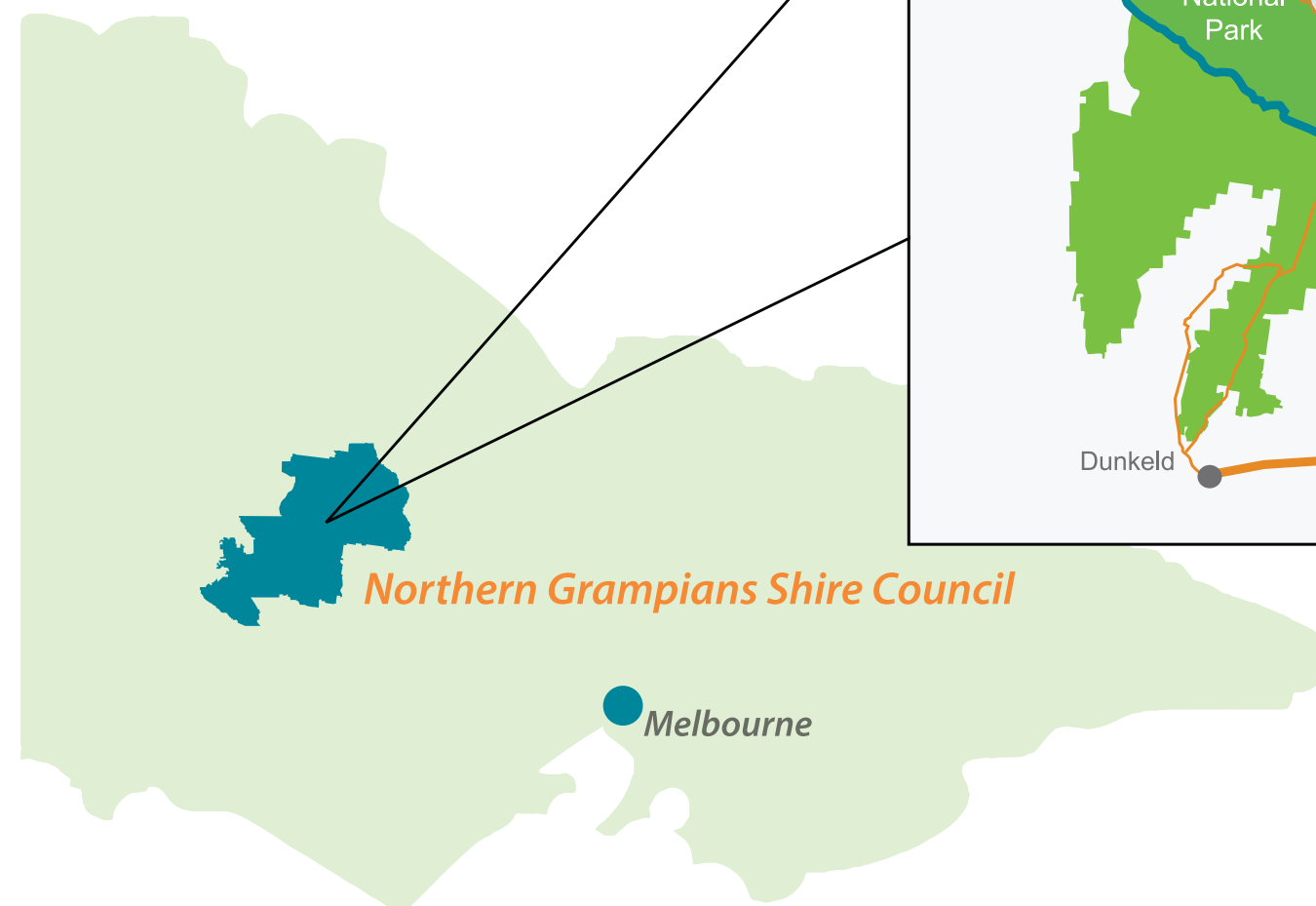


# Your Council WHERE WE ARE

## Facts and Figures

**11 420** People call us Home  
**3 375** Kilometres of local road  
**9 367** Rateable Properties  
**\$18.3 M** Rates/Charges Revenue  
**\$32.0 M** Total Revenue  
**700+** Businesses  
**1 M** Tourists and Visitors

**Northern Grampians Shire comprises** four wards governed by seven councillors. The wards are Central Ward, Stawell Ward, Kara Kara Ward and South West Ward.





# Your Council VALUES

# VISION



## OUR NORTHERN GRAMPIANS SHIRE Community Vision 2041

to **LOVE**  
where  
we **LIVE**



LIVE | WORK | INVEST | VISIT

# STRATEGY

## Goals and Outcomes

### COUNCIL DOCUMENTS



COMMUNITY PLANS document the aspirations of individual communities and inform the larger plans, strategies and vision.

### THE FOUR COUNCIL GOALS ARE:

- Enhance Lifestyle and Community
- Boost Economic Growth
- Provide Sustainable Infrastructure
- Improve Organisational Effectiveness

### THE COUNCIL PLAN 2021-25 OUTCOMES ARE:

- Boosting Tourism
- Building more Housing
- Growing Local Businesses
- Advancing Education
- Improving Connectivity
- Protecting the Natural Environment
- Wellness and Welfare
- Being a better Council.

### HOW?

The strategies and actions outlined in the next section will show how Council will adopt and ultimately deliver these outcomes to our community, through the Council Plan via an Action Plan.



# GOAL 1 Boost Economic Growth

## THROUGH Building More Housing



### STRATEGY

Ensure Land Use Policy enables housing investment



### ACTIONS

- Deliver a Rural Land Use Strategy
- Develop a St Arnaud Structure Plan
- Handover the Sloane Street Residential Housing Development
- Investigate "Urban Growth Area" opportunities and constraints to accommodate long term housing supply in Stawell
- Participate in the Wimmera Southern Mallee Taskforce

## THROUGH Growing Local Businesses



### STRATEGY #1

Ensure infrastructure that enables investment



### ACTIONS

- Advocate for funding the Halls Gap Heath Street bridge
- Advocate for an outer township gateway at the proposed London Rd intersection, Stawell
- Explore options for improved wayfinding (incl. signage and local information) along key urban routes
- Finalise delivery of the Halls Gap commercial centre 'Rear Laneway Commercial Expansion'
- Advocate for the realignment of the Lake Road level crossing
- Review the Northern Grampians Shire Council Stawell Aerodrome Masterplan
- Upgrade B-Double routes
- Undertake a Bridges and Major Culvert renewal program
- Futureproof key transport routes for public transport and the movement of large goods to export markets



### STRATEGY #2

Ensure Land Use Policy enables commercial investment



### ACTIONS

- Establish land use precincts along the Western Highway, Stawell
- Develop a Halls Gap Structure Plan
- Explore opportunities for long term industrial growth along Gilchrist Rd, Stawell and St Arnaud

# GOAL 1: Boost Economic Growth THROUGH Growing Local Business



## STRATEGY #3

Attract and retain a skilled workforce



### ACTIONS

- Review and determine additional funding of the Grampians New Resident and Workforce Attraction Strategy and Action Plan 2020
- Deliver the Opportunities Pyrenees, Ararat and Northern Grampians (OPAN) project
- Identify emerging opportunities to address housing and workforce challenges



## STRATEGY #4

Attract new rural industries



### ACTION

- Determine feasible value-add opportunities to the agriculture sector



## STRATEGY #5

Attract research and development associations



### ACTION

- Oversight the Stawell Underground Physics Laboratory (SUPL)



## STRATEGY #6

Encourage commercial investment in the region



### ACTIONS

- Develop a Priority Investment Prospectus
- Investigate retail options in Marnoo



## STRATEGY #7

Reduce Costs of Energy on Business and Impact on Climate Change



### ACTION

- Support the establishment of renewable community energy hubs



## STRATEGY #8

Support Existing Business



### ACTIONS

- Develop and implement mechanisms to support our businesses to be strong, innovative and sustainable
- Revitalise and reactivate retail opportunities in Stawell and St Arnaud
- Advocate to State and Commonwealth Governments for the implementation of key recommendations in the Wimmera Southern Mallee Regional Digital Plan
- Develop and implement mechanisms to support growth focused entrepreneurs to embrace innovation, best practice, grow exports and jobs



GOAL 1: Boost Economic Growth  
THROUGH Boosting Tourism



STRATEGY

Ensure Quality Tourism Experience



ACTIONS

- Develop a feasibility study for visitor accommodation in Halls Gap and surrounds
- Develop a Stawell Tourism Action Plan
- Deliver the Grampians Peaks Trail Halls Gap connection
- Deliver a 'Visitor Servicing and Halls Gap Hub Management' Review
- Develop a St Arnaud Tourism Action Plan
- Develop and implement a comprehensive Events Strategy to grow the visitor offering
- Support Victoria's Goldfields to be given UNESCO World Heritage status
- Upgrade the St Arnaud Caravan Park
- Upgrade the Stawell Caravan Park
- Develop a feasibility study for visitor accommodation in Halls Gap and surrounds





# GOAL 2 Enhance Lifestyle and Community

## THROUGH Wellness and Welfare



### STRATEGY #1

Create an Enriching Place to Live



### ACTION

- Deliver the Arts and Culture web hub
- Develop a new Arts & Culture Action Plan 2022
- Redevelop Stawell Library
- Undertake a customer service review and develop an action plan for the Stawell Sports and Aquatic Centre
- Undertake a program review for the Stawell Sports and Aquatic Centre
- Deliver a St Arnaud Market Square Performance Space
- Design the Great Western Football & Netball Clubrooms and Lighting
- Undertake a Drainage Improvement Works Program
- Undertake a Kerb and Channel Improvement Program
- Improve pedestrian safety in the St Arnaud Civic Precinct Market Square Carpark
- Install a new entrance sign in Queen Mary Gardens
- Develop a St Arnaud Market Square Senior Play Space
- Design Central Park Netball Courts and Changerooms
- Fit out the St Arnaud Town Hall with Audio-visual Equipment
- Finalise the Stawell Sports & Aquatic Centre (SSAC) Feasibility Study and Master Plan
- Design and deliver the Lord Nelson Park Sports Oval Lighting Upgrade
- Enhance the Lord Nelson Park Sporting Club
- Design and deliver the Navarre Recreation Reserve Facility Upgrades
- Adopt the Navarre Recreation Reserve Precinct Master Plan
- Resurface the North Park Precinct Tennis Courts
- Deliver the North Park Precinct Skate Park
- Deliver the North Park Precinct Soccer Lighting
- Renew the St Arnaud Tennis Clubrooms
- Implement regional library alternatives for Marnoo
- Develop a new Stuart Mill Community Plan
- Form a community working group to deliver actions in the Marnoo Community Plan
- Upgrade the St Arnaud pool and shade cover

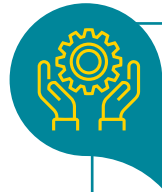
### ACTIONS , cont'd

- Develop a town beautification design plan for Marnoo
- Scope and deliver upgrades to Shanahan Park, Marnoo
- Supply and install a Community Notice Board in Marnoo
- Form a community working group to deliver the Navarre Community Plan
- Supply and install a Community Notice Board in Navarre
- Deliver Lord Nelson Park multi-purpose sporting facility
- Deliver North Park Precinct Netball Court upgrade
- Investigate additional Big Hill precinct lookout (including arboretum) upgrades
- Partner with community to seek funding for a shade sail at playground/picnic area in Navarre





## GOAL 2: Enhance Lifestyle and Community THROUGH Wellness and Welfare



### STRATEGY #2

Develop Improved Indigenous Relationships



### ACTIONS

- Develop the Reconciliation Action Plan



### STRATEGY #3

Ensure Integrated Access to Health and Human Services



### ACTIONS

- Deliver the Age-Friendly Communities project
- Develop the Municipal Public Health and Wellbeing Plan 2021-25



### STRATEGY #4

Improve Organisational Effectiveness



### ACTIONS

- Review and retender 'Meals on Wheels' contract



### STRATEGY #5

Protect and Enhance our Heritage Assets



### ACTIONS

- Renew Heritage Trail signage
- Protect key heritage buildings and precincts
- Create and publish a new Historical Assets register



### STRATEGY #6

Support Vulnerable People



### ACTIONS

- Undertake Positive Ageing Services Service Level Review



## GOAL 2: Enhance Lifestyle and Community THROUGH Improving Connectivity



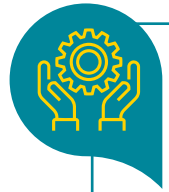
### STRATEGY #1

Develop Partnerships with Other Agencies



### ACTIONS

- Develop an Agency Partnership Framework



### STRATEGY #2

Foster a Safer Community



### ACTIONS

- Support Schools to create their own Transport Safety Management Plans
- Review the Domestic Animal Management Plan
- Undertake a General Local Law Review
- Undertake a Great Western flood study
- Undertake a Stawell flood study
- Undertake a St Arnaud Flood Study
- Stawell Pound Update Works



### STRATEGY #3

Improve Transport Connections



### ACTIONS

- Additional Bike Path Development in Halls Gap
- Undertake a Cyclist Safety Improvement Program
- Undertake a Footpath Improvement Program
- Investigate ways to improve access and movement around Stawell
- Undertake a Major Rural Roads Improvement Program
- Undertake a Rural Residential Road Improvement Program
- Undertake a Town Road Sealing Improvement Program
- Undertake an Urban Residential Road Improvement Program
- Complete the St Arnaud wayfinding signage program
- Undertake the Great Western Trail Stage 1 - Trail Delivery
- Implement Great Western Trail Stage 2 signage
- Develop a safe path for workers on Abattoir Road
- Investigate the Ararat-Halls Gap Road bike path extension

## THROUGH Advancing Education



### STRATEGY

Support Young People



### ACTIONS

- Develop a multi-agency Early Years Strategy
- Develop a Youth Strategy
- Deliver a Youth Engage program



GOAL 2: Enhance Lifestyle and Community  
THROUGH Protecting the  
Natural Environment



STRATEGY

Protect and Enhance our Natural and Cultural Environment



ACTIONS

- Review the feasibility and planning of the Walkers Lake Management Plan
- Implement the Walkers Lake Management Plan - Historical Plaque Project
- Implement the Walkers Lake Management Plan - Access, Tracks and Signage
- Develop stronger waste reduction practices at Council facilities
- Scope an Energy Efficiency Program
- Investigate and prepare for a separate glass recycling collection
- Investigate and prepare for a separate Food Organic and Garden Organic (FOGO) waste collection
- Research new technology and innovations to support Waste Management
- Develop an implementation plan for the introduction of public place recycling in high use areas
- Investigate opportunity for a resale/reuse area at the St Arnaud Transfer Station
- Develop stronger waste reduction practices at Council facilities
- Scope an Energy Efficiency Program



# GOAL 3 Provide Sustainable Infrastructure

THROUGH Being a Better Council



## STRATEGY #1

Ensure Quality Infrastructure Planning



## ACTIONS

- Develop an Asset Plan
- Undertake a Quarry Resource Material Review
- Assess the condition of road & drainage assets
- Review the Building & Facilities Asset Management Plan
- Review the Stormwater Drainage Asset Management Plan
- Review the Footpath Asset Management Plan
- Review the Kerb & Channel Asset Management Plan
- Review the Public Open Spaces Asset Management Plan
- Undertake a Road Resealing Program
- Undertake a Road Resheeting Program
- Undertake a Stawell Cemetery Improvement Program



## STRATEGY #2

Advocate for Sustainable Infrastructure

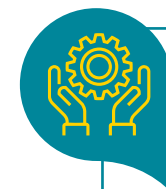


## ACTIONS

- Advocate for funding and delivery of Great Western Football and Netball Clubrooms
- Advocate for new and existing spaces for arts and culture activities
- Advocate for Central Park Netball Courts and Changerooms
- Advocate for the Lord Nelson Park Sports Oval Lighting Upgrade
- Advocate for funding of the Navarre Recreation Reserve Facility Upgrades
- Advocate for funding of the North Park Precinct Skate Park detailed design
- Advocate for the North Park Precinct Soccer Lighting
- Partner with the Great Western Future Committee in delivering and advocating for funding as per the Great Western annual action plan

# GOAL 4 Improve Organisational Effectiveness

THROUGH Being a Better Council



## STRATEGY

Improve our Organisational Effectiveness



## ACTIONS

- Develop a Victorian Protective Data Security Framework Plan
- Implement a new records management system
- Implement a new telephony system
- Investigate electronic payment options and digital monitoring of deposits at Transfer Stations
- Design, Implement and Report against a workplace gender audit
- Design, Implement and Report against a Gender Equality Action Plan
- Develop a Workforce Plan
- Review and update Enterprise Resource Planning (ERP) software
- Develop a new ICT Strategy
- Improve water quality and capacity at Mooney Dams, Stawell
- Undertake Community Safety Service Review
- Undertake 'Reduce Red Tape Projects'
- Develop a Stawell Aerodrome Manual of Standards
- Develop a Media and Communications Policy and Strategy
- Implement elementTIME





## CONTACT

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